

Children and Young People's Plan

Refresh Aims and Objectives 2012-13

1 April 2012

Children and Young People's Plan: Aims and Objectives 2012-13

The tables that follow are the high level action plans designed to deliver the improvements in outcomes for children, young people and their families in Thurrock. The Children's Partnership Executive has a series of partnership work-streams designed to deliver the priorities in the Children and Young People's Plan (CYPP).

The Partnership has delegated, to the Director of People Services in the Council, responsibility for monitoring the implementation of the more detailed work programmes of the CYPP delivery work-streams, reporting progress to the Executive through highlight reports.

The Partnership Executive receives performance data at regular points in the year to enable monitoring, benchmarking and improvement intervention where necessary.

The pillars of the plan established in 2010 remain unchanged; there are some changes to the aims and objectives, partly reflecting changes in national policy and partly reflecting the progress we made in years one and two

The key partners for children are schools, Health, third sector providers and the Council. Key personnel changes have strengthened the Council's strategic relationship with the third sector this year. Academy conversions have progressed well in Thurrock and the relationship between schools and the Council has gone from strength to strength.

However, Health priorities for children were poorly captured in the 2010 CYPP and also in last year's refresh. Identified from within the Joint Strategic Needs Assessment, the key public health priorities include the delivery of the Healthy Child Programme targeted at particular areas within the borough where uptake is particularly low. Priority areas of the programme are ante-natal and newborn screening, initiation and duration of breastfeeding, and childhood immunisation. Priorities also include the reduced exposure to secondhand smoke and the uptake of smoking by young people, work to prevent accidents and keep children safe, and reduction in teenage pregnancy.

The development of the Early Offer of Help Strategy will provide the opportunity to better align services and target areas where needs are the highest.

There are also six health commissioning priorities: establishing a paediatric assessment unit, implementing five 'high action pathways', redesign of the health visiting workforce, development of the CAMHS service, support pathways for children with complex needs, disability and continuing health care, and improved ante-natal and post-natal services linked to children's centres.

Excellent childcare, schools, colleges and services

<p>Raise attainment at the end of the Early Years Foundation Stage, Key Stage One and Key Stage Two</p>	<p>Ensure high quality education, training and access to health and social care services for children, young people and families.</p>	<p>Ensure progression routes to higher level qualifications.</p>
<p>We will:</p> <ul style="list-style-type: none"> • Develop a Raising Primary Attainment Strategy which will secure improvement in all primary schools • Target resources to ensure that all children make the expected progress during their primary school years • Develop family learning to support children’s & adults’ learning & success in life 	<p>We will:</p> <ul style="list-style-type: none"> • Commission high quality early years settings & family support • Ensure effective targeting of those most in need of services, through early identification & intervention • Integrate service delivery to meet the needs of children, families & communities • Promote Healthy Lifestyle programmes for all children & young people in school settings • Establish a Paediatric Assessment Unit • Improve ante-natal & post-natal services linked to children’s centres • Implement the five high intensity pathways for acute childhood illnesses 	<p>We will:</p> <ul style="list-style-type: none"> • Deliver high quality opportunities for learning, skills development & training • Expand the delivery of level 2 apprenticeships & work based learning & develop level 3 apprenticeships • Work closely with our partners to ensure that progression routes are clear & attractive to our young people

Children and Young People's Plan 2012-13: Excellent Childcare, Schools, Colleges and Services

Objective	Key milestones	Lead	Timescale
Aim: Raise attainment at the end of Early Years Foundation Stage, Key Stage One and Key Stage Two			
Develop a Raising Primary Attainment Strategy which will secure improvement in all primary schools	<ul style="list-style-type: none"> • Undertake a high level review & analysis of current attainment & current practice • Consult with head teachers & other stakeholders during drafting of the Strategy • Present final strategy for approval • Implement the Strategy & action plan to ensure that primary attainment is a priority in all schools & across the Council 	Strategic Lead - School improvement Learning & Skills (SILS)	<p>Drafting & consultation April 2012</p> <p>Delivery May 2012- July 2013</p>
Target resources to ensure that all children make the expected progress during their primary school years	<ul style="list-style-type: none"> • Review tiers of schools to ensure that resources are targeted to maximise impact using disaggregated data • Develop & embed the practice of Schools' Standards & Progress Meetings on a termly basis • Ensure that all schools in tiers one and two have a Partnership Plan which includes bespoke, targeted challenge & support • Commission high quality school improvement services to meet our changing needs • Work with schools & other partners to review the package of school improvement services are on offer 	Strategic Lead - School improvement Learning and Skills (SILS)	<p>April 2012</p> <p>April 2012 & termly thereafter</p> <p>April 2012</p>
Develop family learning to support children's & adults' learning & success in life	<ul style="list-style-type: none"> • Develop a Family Learning Strategy through the development of a Family Learning Strategy Group • Undertake pilot projects to test out the effectiveness of 	Strategic Lead - School improvement	Project Group established April 2012

Children and Young People's Plan 2012-13: Excellent Childcare, Schools, Colleges and Services

Objective	Key milestones	Lead	Timescale
to meet the needs of children, families & communities	<p>to inform excellent planning & delivery of services in place</p> <ul style="list-style-type: none"> Put integrated service delivery, targeted to reflect local priorities & needs, in place Ensure the Early Offer of Help Strategy is in place to secure delivery by April 2013 	EYFC EYFC	April 2012 May 2012 March 2013
Promote Healthy Lifestyle programmes for children & young people in school settings	<ul style="list-style-type: none"> Work with schools to promote active healthy lifestyles for all children & young people, to include increasing choices for exercise in schools, good dietary advice linking with healthy lunchboxes & healthy eating learning within the school settings 	Public Health	January 2013
Establish a Paediatric Assessment Unit	<ul style="list-style-type: none"> Develop a model unit at Basildon & Thurrock UHT to support the reduction in the numbers of acute & unplanned admissions through robust triage & case management 	Health Commissioners	March 2013
Improve ante-natal & post-natal services linked to children's centres	<ul style="list-style-type: none"> Health promotion interventions offered to inform & educate parents, carers & others to identify & seek advice & support when needed. 	Health Commissioners	March 2013
Implement the five high intensity pathways for acute childhood illnesses	Increased utilisation of community services through the development of initiatives responding to fever, respiratory disease, gastro enteritis & asthma through the development of a single point of entry as a part of the Early Offer of Help Strategy	Health Commissioners	March 2013
Aim: Ensure progression routes to higher level qualifications.			
Deliver high quality opportunities for learning, skills development &	<ul style="list-style-type: none"> Support the development of sixth provision offered within schools through training & development for teachers Encourage diversity of pathways, for example Studio Schools, 	SILS	April 2012 & on going

Children and Young People's Plan 2012-13: Excellent Childcare, Schools, Colleges and Services

Objective	Key milestones	Lead	Timescale
training	Skills Academy & Skills Centre provision <ul style="list-style-type: none"> • Increase the number of pupils progressing to further & higher education, including those from disadvantaged or under represented groups 		
Expand the delivery of level 2 apprenticeships & work based learning & develop level 3 apprenticeships	<ul style="list-style-type: none"> • Work strategically with the widest range of partners to secure an increase in the number & range of apprenticeship opportunities • Seek additional funding & places for high quality opportunities 	SILS	September 2012
Work closely with our partners to ensure that progression routes are clear & attractive to our young people	<ul style="list-style-type: none"> • Through the 11-19 Strategy and Community Skills Strategy groups, progression routes will be developed • Learning & Skills team to lead in the development of progression pathways for young people, including those with special needs • Ensure the proportion of pupils not in employment, education or training does not exceed 6.7%, by providing targeted support, advice & information 	SILS SILS EYFC	April 2012 and on going March 2013 February 2013

Everyone Succeeding

Promote the attainment and achievement of under-achieving children	Promote and support inclusion	Reduce and mitigate the impact of child poverty and disadvantage.
<p>We will:</p> <ul style="list-style-type: none"> • Improve attainment of pupils by improved Quality First teaching, & intervention where needed, for all underperforming groups, including white boys • Increase the number of children reaching age related expectations in Early Years and Key Stage One • Reduce or eliminate the number of primary schools below the New Floor Standard in all three measures 	<p>We will:</p> <ul style="list-style-type: none"> • Meet the needs of children & young people with SEN & Learning Difficulties & Disabilities through the development of enhanced targeted support, focusing resources on the most vulnerable pupils • Develop the offer to all pupils accessing pupil support services to significantly improve the outcomes & life chances of pupils in short stay provision. • Work with partners to develop & monitor effective & high quality short stay provision • Implement improved processes for children with complex needs, disability & continuing health care needs 	<p>We will:</p> <ul style="list-style-type: none"> • Ensure that the Child Poverty Strategy is meeting the agreed measures to reduce & mitigate the impact of child poverty • Improve school attendance & reduce the incidence of persistent absence • Develop arrangements to ensure improved access for adults & young people from lower income families to further & higher education

Children and Young People's Plan 2012-13: Everyone Succeeding

Objective	Key milestones	Lead	Timescale
Aim: Promote and support inclusion			
<p>Meet the needs of children & young people with SEN & Learning Difficulties & Disabilities through the development of enhanced targeted support focusing resources on the most vulnerable pupils</p>	<ul style="list-style-type: none"> • Develop SEN/LDD systems to ensure targeted access to all learner support services for vulnerable children & young people with complex needs including those requiring YOT, Health & Social Care support. • Review all statutory SEN processes & develop, consult & publish new Thurrock Guidance materials to ensure efficient access to Statutory Services. • Review & consult upon a revised SEN Strategy encompassing recent legislative changes, placements & support for all children & young people who require access to targeted SEN support. 	<p>S L Learner Support & PEP (LS&PEP)</p>	<p>Develop February 2012, Implement May 2012.</p> <p>Develop February 2012, Implement Sept 2012.</p> <p>Develop February to June 2012 Publish September 2012.</p>
<p>Develop the offer to all pupils accessing pupil support services to significantly improve outcomes & life chances of pupils in short stay provision.</p>	<ul style="list-style-type: none"> • Review staffing arrangements across all pupil support services & carry out recruitment processes to ensure high quality permanent appointments are made & performance is effectively monitored across the Pupil Support Services • Develop teaching & learning across all pupil support services to ensure teaching is good to outstanding within all short stay provision. Implement a quality assurance framework • Continue to commission, develop & monitor a range of high quality alternative programmes for children & young people to ensure they are able to access a wide range of activities impacting positively on their adult opportunities • Develop & publish a comprehensive strategy for behaviour support that brings together all arrangements to support 	<p>LS&PEP</p> <p>SILS/EYFC</p>	<p>Progress to be reported six monthly at CYP Partnership</p> <p>July 2012</p> <p>February 2013</p>

Children and Young People's Plan 2012-13: Everyone Succeeding

Objective	Key milestones	Lead	Timescale
	pupils' behaviour including guidance criteria on school actions, access to pupil services, managed moves arrangements, exclusions & access to specialist settings		Develop & consult February 2012- May 2012 Publish July 2012
Work with partners to develop & monitor effective & high quality short stay provision	<ul style="list-style-type: none"> • Develop clear overall offer for schools including advice & signposting on short stay provision • Develop commission arrangements for Day 6 provision from September 2012 	LS&PEP	June 2012 To be in place for September 2012
Implement improved processes for children with complex needs, disability & continuing health care needs	<ul style="list-style-type: none"> • Improve continuing care services for children with acute or complex needs, incorporating palliative care. 	Health Commissioners	March 2013
Aim: Reduce and mitigate the impact of child poverty and disadvantage			
Ensure that the Child Poverty Strategy is meeting the agreed measures to reduce & mitigate the impact of child poverty	<ul style="list-style-type: none"> • Meet the agreed milestones as set out in the child poverty action plan • Ensure that relevant key strategies have regard to their impact on the reduction of child poverty & joint agency approaches to addressing child poverty are in place 	EYFC	Ongoing monitoring 2012/13 with 6 monthly monitoring through partnership
Improve school attendance & reduce the incidence of persistent absence	<ul style="list-style-type: none"> • Deliver focused work with schools & families to tackle persistent absence particularly in the Primary Phase • Integrate support for families to improve attendance into the delivery of the Early Offer of Help strategy 	EYFC	Ongoing targeting of schools & families 2012-13 Delivery of support Sept 2012 working towards full strategy implementation April 2013

Children and Young People's Plan 2012-13: Everyone Succeeding

Objective	Key milestones	Lead	Timescale
<p>Develop arrangements to ensure improved access for adults & young people from lower income families to further & higher education</p>	<ul style="list-style-type: none"> • Continue to provide a range of opportunities for students from low income & disadvantaged or under-represented groups to enable them to access further or higher education • Include within Council reporting arrangements equalities monitoring data to ensure targeted support • Continue to integrate family learning support to ensure it is a key part of fostering learning & development pathways with a minimum of 40 learners from targeted groups accessing the wishes entry into adult learning programmes 	<p>EYFC</p>	<p>Quarterly monitoring reports to ensure progress in this area.</p>

Protection When Needed

Build parental and family resilience through local accessible services	Develop outstanding services for children who have been or may be abused	Commission or deliver outstanding services that transform the life chances for disabled children, children in trouble and children in care
<p>We will:</p> <ul style="list-style-type: none"> • Deliver our Early Offer of Help for those children at risk of harm • Deliver our Violence Against Women & Girls Strategy (VAWG) • Extend the multi-agency service offer to young people at risk of offending & re-offending • Support health improvement & protection for children & families • Redesign the health visiting workforce based on Maternal Early Childhood Home Visiting (MECSH) & Family Nurse Programme (FNP) 	<p>We will:</p> <ul style="list-style-type: none"> • Continuously challenge & improve core safeguarding services, strengthening our response to children in need • Deliver timely, proportionate, evidence-based interventions built upon good quality assessments & care plans • Strengthen quality assurance functions ensuring sufficient system checks & balances • Ensure that all children are immunised & screened 	<p>We will:</p> <ul style="list-style-type: none"> • Enable disabled children & their families to access activities, prevent family breakdown & secure effective transition to adult services • Reserve public care for those children for whom there is no safe & appropriate alternative • Deliver or commission outstanding social work services, fostering, private fostering & adoption services for children in care

Children and Young People's Plan 2012-13: Protection When Needed

Objective	Key milestones	Lead	Timescale
Aim: Build parental and family resilience through local accessible services			
Deliver our Early Offer of Help for those children at risk of harm	<ul style="list-style-type: none"> • Develop service offer & design locality teams & children's centres in line with the specification • Commission providers • Establish an agreed performance framework • Deliver Early Offer of Help • Offer targeted parenting courses for families working with the Early Offer of Health programme • Ensure as many children as possible are immunised & screened to keep them safe in the future • Deliver in parallel the engagement & communication strategy 	<p>EYFC (& SM Family Support)</p> <p>EYFC/Head of Children's Commissioning</p> <p>Children's Performance</p> <p>EYFC</p> <p>Public Health</p> <p>Public Health</p> <p>EYFC</p>	<p>Consultation on draft strategy April 2012. Final strategy agreed June 2012</p> <p>Commences June 1012 Completion Dec 2012 Delivery April 2013 onwards</p> <p>September 2012</p> <p>Strategy agreed June 2012 Full delivery April 2013</p> <p>January 2013</p> <p>January 2013</p> <p>April 2012</p>
Deliver our local strategy to combat	<ul style="list-style-type: none"> • Complete VAWG strategy & delivery plan 	Head of CATO	April 2012

Children and Young People's Plan 2012-13: Protection When Needed

Objective	Key milestones	Lead	Timescale
Support health improvement & protection for children & families	<ul style="list-style-type: none"> Address health improvement outcomes for children: <ul style="list-style-type: none"> Low birth weight of term babies, breastfeeding, childhood obesity, breastfeeding, smoking of 15 year olds, teenage pregnancies, tooth decay in 5 year olds 	Public Health	March 2013
Redesign the health visiting workforce based on MECOSH & FNP	<ul style="list-style-type: none"> Review of the health visiting workforce during 2012-13 to reflect the revised specification for services across the 0-19 pathway & development of targeted services across the four levels of provision. Implementation of the Health Visiting "A Call for Action" trajectory (supporting the increase in health visitors during 2012/13) 	Health Commissioners	March 2013
Aim: Develop outstanding services for children who have been or may be abused			
Continuously challenge & improve core safeguarding services, strengthening our response to children in need	<ul style="list-style-type: none"> Realign all core safeguarding services in the light of the Early Offer of Help & Munro Develop local MASH Implement findings from SCIE Child C Implement all inspection & QA Action Plans 	<p>HCATO and Health / EYFC</p> <p>HCATO / police / health / EYFC</p> <p>LSCB / HCATO/ Partners</p> <p>HCATO, SMs for QA, YOS, Placements</p>	<p>Strategy agreed June 2012. Full implementation April 2013</p> <p>MASH in place Jan 2013 aligned to full EOH delivery by April 2013</p> <p>September 2012</p>

Children and Young People's Plan 2012-13: Protection When Needed

Objective	Key milestones	Lead	Timescale
	<ul style="list-style-type: none"> Analyse demand & resource ensuring appropriate caseloads for social workers & all statutory obligations are fulfilled 		<p>September 2012</p> <p>April 2012</p>
<p>Deliver timely, proportionate, evidence-based interventions based upon good quality assessments & care plans</p>	<ul style="list-style-type: none"> Implement the full use of CAF as set out in SET Procedures Establish & embed a CAF performance framework (quantitative & qualitative data) Fully develop the Community Assessment Model for Courts Ensure that staff training, development & retention complement the full service offer 	<p>MAGs, SMs for FST, disabled children and YOS</p> <p>MAGs SMs</p> <p>HCATO, legal services, health & adult services</p> <p>HCATO, SMT & Workforce Dev.</p>	<p>Sept 2012</p> <p>Sept 2012</p> <p>April 2012</p> <p>April 2012</p>
<p>Strengthen quality assurance functions ensuring sufficient system checks & balances</p>	<ul style="list-style-type: none"> Fully embed the Council's QA system & publish an annual report Appoint the Munro principal social worker post & implement post-Munro QA system Ensure LSCB implements new Munro role alongside continued challenge & restructure business support 	<p>SMQA</p> <p>HCATO & SMQA</p> <p>HCATO & LSCB</p>	<p>Sept 2012</p> <p>April 2012</p> <p>April 2012</p>

Children and Young People's Plan 2012-13: Protection When Needed

Objective	Key milestones	Lead	Timescale
Aim: Commission or deliver outstanding services that transform the life chances of disabled children, children in trouble and children in need of care			
Enable disabled children & their families to access activities, prevent family breakdown & secure effective transition to adult services	<ul style="list-style-type: none"> • Deliver the recommendations of the external evaluation of service • Exploit opportunities of People Services Directorate to make transitions best in class • Strengthen safeguarding & protection of disabled children 	SM Disabled Children	March 2013
		SM Disabled Children	Sept 2012
		SM Disabled Children	Sept 2012
Reserve public care for those children for whom there is no safe & appropriate alternative	<ul style="list-style-type: none"> • Test threshold for entry to/exit from care to ensure increased numbers are based on need • Review care leavers strategy to ensure number in suitable accommodation & in EET are in top quartile • Further develop the IRO service & circulate the IRO Annual Report widely to secure ownership of responsibility for the well-being of children in care 	SMQA & SMT CATO	Sept 2012
		SMT for Corporate Parenting	Sept 2012
		SMQA	Sept 2012
Deliver outstanding fostering, private fostering & adoption; develop & maintain excellent services for children in care	<ul style="list-style-type: none"> • Appoint to Access to Resources post & monitor outcomes • Fully implement all inspection results in Looked After Children services, including LILAC inspection 	SM for Placements	March 2013
		SM for Corporate Parenting	September 2012

Lean and Fit for the Future

Strong & resilient governance & leadership across the Children's Partnership & LSCB	Strong organisational discipline	Effective resource use through integrated strategic commissioning, capital and financial planning.
<p>We will:</p> <ul style="list-style-type: none"> • Deliver, through partnerships, joint strategic & operational plans which ambitiously & successfully respond to children's needs • Develop Children's Partnership as a commissioning group of HWB & ensure LSCB scrutiny function continues to hold all agencies to account • Further strengthen partnership between LA & schools & develop a viable traded service offer 	<p>We will:</p> <ul style="list-style-type: none"> • Deliver effective & efficient business processes • Implement performance management arrangements which ensure robust challenge & effective use of resources across all agencies • Enhance skills, quality & capacity within our workforce • Build policy & strategy development capacity 	<p>We will:</p> <ul style="list-style-type: none"> • Further develop our framework & capacity for single & joint commissioning through the transition of Children's Commissioning to the Shadow Health and Wellbeing Board in 2012 • Develop forward financial planning across all agencies • Reduce our carbon footprint & increase sustainability • Deliver transformation in quality of schools & co-located community facilities through good strategic capital planning & asset management • Reduce number of children killed or injured in road accidents • Commission an integrated CAMHS service

Objective	Key milestones	Lead	Timescale
Aim: Strong & resilient governance & leadership across the Children's Partnership & LSCB			
Deliver, through partnerships, joint strategic & operational plans which ambitiously & successfully respond to children's needs	<ul style="list-style-type: none"> Integrate support for children, young people & families into the multi-agency Early Offer of Help Strategy Develop local Multi-agency Safeguarding Hub (MASH) to improve the joint agency response to domestic violence through the Early offer of Help Strategy Update Joint Strategic Needs Assessment for Thurrock within wider Essex JSNA 	EYFC	Strategy agreed June 2012
Develop partnership as a commissioning group of HWB & ensure LSCB scrutiny function continues to challenge & hold all agencies to account	<ul style="list-style-type: none"> Rationalise support functions New independent chair of LSCB Re draft revised terms of reference Implement post -Munro implementation plan 	Roger Harris HOS-CATO HOS-CATO HOS-CATO	May 2013
Further strengthen partnership between LA & schools & develop a viable traded service offer	<p>Develop a traded offer brochure with costed services</p> <p>Review contractual arrangements around academies & schools services to ensure effective services which are good value for money are delivered locally</p>	Janet Clark	Traded offer to schools & academies developed for review in March 2012 & implementation in September 2012
Aim: Strong organisational discipline.			
Ensure business processes are effective & efficient	<ul style="list-style-type: none"> Review effectiveness & future role of Admissions Forum in light of statutory changes Management & delivery of capital projects 	HOS-LUO Angela Hogg/ Janet Clark/MACE	June 2012 Ongoing 2012/13

Objective	Key milestones	Lead	Timescale
	<ul style="list-style-type: none"> Council systems for performance management & management accounting 	Janet Clark & Rhodri Rowlands	March 2013
Ensure that we realise all of the potential of the complex political environment within which services in Thurrock operate	<ul style="list-style-type: none"> Strategic intelligence is operating at a high level in anticipating national policy indicators & maximising opportunities to utilise new initiatives for Thurrock's vulnerable children & families. 	Director People Service	Ongoing 2012/13
Enhance skills, quality & capacity within our workforce	<ul style="list-style-type: none"> Support the role out of new developments for the children's social care workforce Develop a workforce strategy to deliver the Early Offer Of Help delivery objectives 	Wendy Allen/ HOS CATO Wendy Allen/ SL EYFC	March 2013 March 2013
Aim: Effective resource use through integrated strategic commissioning, capital and financial planning			
Further develop our framework & capacity for single agency & joint commissioning	<ul style="list-style-type: none"> Refresh & update Joint Commissioning Framework with S Essex PCT to prepare for the transition to Health & Wellbeing Boards & GP Consortia commissioning 	S M Joint Commissioning / Head of Commissioning S Essex PCT & the Health Improvement Team	May 2012
	<ul style="list-style-type: none"> Develop programme of Commissioning Support Advice & Guidance for schools to include engagement through Schools Forums, Headteacher Briefings & Cluster Groups to build knowledge & capacity for individual schools & or clusters or federations 	SM Joint Commission-ing PCT	July 2012
Develop forward financial planning across all	<ul style="list-style-type: none"> Develop pooled funding agreements with PCT to ensure that universal & targeted provisions are provided on a needs- 	PCT/Head of Service	July 2012

Objective	Key milestones	Lead	Timescale
agencies	led basis in schools & children's centres & ensure these are aligned with the Early Offer of Help Strategy	Strategic Commissioning	
Reduce number of children & young people killed or injured in road accidents or other preventable accidents	<ul style="list-style-type: none"> Collate robust data from A&E & Ambulance Trusts to identify & target services to reduce & prevent childhood accidents 	Public Health	September 2012
Commission an integrated CAMHS service	<ul style="list-style-type: none"> The development of a robust CAMHS commissioning strategy across South Essex incorporating the re-design of CAMHS Tier 1-4 in conjunction with universal & targeted services. 	Health Commissioners	March 2013